U.S. Army
COMMUNICATIONS-ELECTRONICS COMMAND
CAMPAIGN PLAN FY 2017

COMBAT POWER FOR LEADERS

THE "MATERIEL INTEGRATOR"
FOR C4ISR READINESS

U.S. ARMY

CONTENTS

FROM THE COMMANDING GENERAL:

The Army is and always has been the absolute strength of our Nation. Every day, I have the honor and privilege of working with the 16,000 Soldiers, Civilians and Contractors who comprise our U. S. Communications-Electronics Command (CECOM) family. United, our diverse workforce enables readiness for the more than 190,000 globally-engaged Warfighters in over 140 countries around the world.

During the past 15 years of continuous combat, the CECOM Life Cycle Management Command (LCMC) has ensured extraordinary levels of Command, Control, Communications, Computers, Intelligence Surveillance and Reconnaissance (C4ISR) systems readiness and set the standard for battlefield success. During the next decade, the Army faces new strategic realities of irregular warfare, evolving cyber capabilities and reduced resources. While we live in an increasingly complex world, CECOM will remain steadfast in its mission *to provide, integrate, and sustain C4ISR readiness to enable unified land operations.* This campaign plan outlines how CECOM will meet these challenges and provides a roadmap for all team members to visualize their contributions to CECOM, the Army Materiel Command (AMC) and our Army.

**MG Bruce T. Crawford
CECOM Commanding General**

As a dedicated team of Trusted Professionals, we remain *accountable to the Nation and committed to enabling C4ISR readiness and sustainment to an Expeditionary Army.* We have developed five Lines of Effort (LOEs) to synchronize our actions during the next few years. They are nested within our higher headquarters' guidance and CECOM's core competencies of Provide, Integrate and Sustain. These LOEs are:

LOE 1: Execute mission command of the C4ISR technology development and the logistics support elements of the materiel enterprise.

LOE 2: Maintain and evolve a vibrant C4ISR Industrial Base (hardware and software)

LOE 3: Develop, provide and sustain C4ISR training and equipment readiness

LOE 4: Optimize life-cycle sustainment support

LOE 5: Provide integration of cyber operations across the C4ISR portfolio

It goes without saying that the strength of our organization are the many contributions, innovations and tireless efforts of the men and women that comprise our ranks and posture our Army for success. I look forward to leading this command into the future where we will continue to provide outstanding, sustainable and affordable C4ISR readiness to the Joint Force.

Trusted Professionals, Professionals Always - Army Strong!

**Bruce T. Crawford
Major General, USA
Commanding**

CECOM STRATEGIC PRIORITIES

SecArmy Top Priorities

· Taking Care of our Soldiers, Civilians and their Families

· Developing Capabilities to Counter Emerging Threats

· Meaningful Acquisition Reform

CSA Strategic Priorities

· Readiness (Current Fight)

· Future Army (Future Fight)

· Take Care of the Troops (Always)

CG AMC Strategic Priorities

· Strategic Readiness

· Future Force

· Soldiers and People

CECOM Strategic Priorities

· Readiness

· Command Climate

· Accountability

· Sustained Relevance

PURPOSE

This CECOM Campaign Plan is aligned with Department of the Army (DA) and AMC strategy to set the conditions for success as we move toward fulfilling our Mission and Vision. This plan will:

- Delineate the operational environment facing the command
- Explain our organizational structure and functions
- Define our vision and mission
- Illustrate the alignment of CECOM efforts with DA and AMC priorities and
- Describe our Lines of Effort, and the initiatives required to accomplish them

Future Operating Environment and Impact on CECOM

The Army remains engaged in world-wide operations while simultaneously drawing down the active component strength. The current force is characterized by modular Brigade Combat Teams optimized for operations in Iraq and Afghanistan. However, while this model has served our Nation well, we are in a period of transition. Diverse enemies will employ traditional, unconventional and hybrid strategies to threaten U.S. security and vital interests. Threats may emanate from nation states or non-state actors. Adversaries will continue to apply advanced as well as simple and dual-use technologies, and will avoid U.S. strengths. As technologies are more easily transferred, potential threats will emulate U.S. military capabilities to counter U.S. power projection and limit U.S. freedom of action. State and non-state actors will apply technology to disrupt U.S. advantages in communications, long-range precision fires, and surveillance. Enemy actions will reduce U.S. ability to achieve dominance in the land, air, maritime, and cyberspace domains.

The Army of the future will effectively employ lethal and non-lethal over-match against any adversary to prevent, shape, and win conflicts and achieve national interests. To accomplish this, it must be interoperable with the other military services, U.S. government agencies and allied and partner nations. Leveraging the total force, it will consist of a balanced, versatile mix of scalable, expeditionary forces that can rapidly deploy to any place in the world and conduct sustained operations within the full range of military operations.

The Future Force will be organized around eight key characteristics which highlight the essential qualities of Army forces that will enable success:

- Agile
- Expert
- Innovative
- Interoperable
- Expeditionary
- Scalable
- Versatile
- Balance

Our Joint Force must operate in a complex and dangerous environment while the Army balances readiness requirements with limited resources. Adapting to this strategic environment will require the Army to take risks in modernization to reorganize the Army to sustain overmatch across the range of military operations; maintain the Army's qualitative advantages through training and leader development; and conduct force 2025 Maneuvers for sustained learning and adaptation.

The anticipated budget constraints will affect every aspect of our mission. While not all CECOM organizations depend on Overseas Contingency Operations funding, a significant portion of the CECOM workforce depends on customer reimbursable funding, which is likely to decrease. As budgets decline, we will have to proactively manage the transition of our workforce into a peace-time construct and OPTEMPO. These drawdown efforts, coupled with the Budget Control Act of 2011, will require strong leadership in the Army, AMC and CECOM to see our way through. This environment will require all of DoD to reduce duplication and excess by instilling a culture of efficiency, restraint, and innovation.

The following objectives provide examples of the type of actions we will need to execute:

- Reduce operations and support costs
- Streamline field support strategy
- Divest identified legacy systems
- Implement software depot maintenance strategies to reduce costs and improve readiness
- Prioritize workload to meet available workforce, and identify missions for divestiture
- Protect CECOM's cyberspace key terrain

As we focus on this new environment we must maintain vigilance in ensuring that we RESET the Army and provide readiness to the Joint Force at home station and abroad across the full spectrum of operations.

WHO WE ARE

CECOM Partners with Program Executive Officers and other AMC Major Subordinate Commands to provide, integrate, and sustain world-class C4ISR systems and mission command capabilities for the Joint Warfighter. CECOM is optimizing life cycle sustainment within the C4ISR community to better support the Chief of Staff of the Army's top priority of readiness, and to posture CECOM for the future. To improve our readiness posture, Headquarters AMC published AMC Operations Order 16-189, AMC Mission Command Alignments, effective February 2016. The Mission Command Alignment initiative empowered AMC's Life Cycle Management Commands to provide portfolio-based sustainment readiness, and strengthened the Army Sustainment Command as AMC's single entry point for synchronizing, integrating and prioritizing readiness capabilities across our Army at the installation level.

The portfolio-based sustainment readiness portion of the Mission Command Alignment is fulfilled through the creation of Operational Control (OPCON) relationships, whereby the AMC LCMCs now have OPCON of their associated Research, Development and Engineering Centers and Contracting Centers. Therefore, the CECOM Commander has the OPCON responsibility of establishing and managing priorities and resources within the portfolios of the Communications-Electronics Research, Development and Engineering Center (CERDEC) and the Army Contracting Command –Aberdeen Proving Ground (ACC-APG).

As a result of the Mission Command Alignment, CECOM is better postured to balance mission requirements with shrinking resources and to serve as the single point of entry into CECOM's portfolio of capabilities for our C4ISR partners and communities. The alignment has opened avenues for CECOM to:

• Increase visibility into all C4ISR Acquisition Category (ACAT) I-III programs of record, thereby enabling timely identification and development of sustainment strategies early in the life cycle.

• Increase involvement in the prioritization of Science and Technology efforts with emphasis to help shape funding and future technology investments efforts.

• Provide a holistic and coordinated sustainment assessment of our C4ISR capabilities at milestone sustainment program reviews and Army senior leadership decision making forums such as the Army Requirements Oversight Council (AROC), Configuration Steering Boards (CSB), and Army System Acquisition Review Councils (ASARC), to name just a few.

CECOM is comprised of five assigned and two OPCONed organizations:

Assigned Organizations:

Integrated Logistics Support Center (ILSC), Aberdeen Proving Ground (APG), Md. – provides global logistics support for C4ISR systems and equipment through rapid acquisition, maintenance, production, fielding, new equipment training, operations and sustainment to meet the Army's Reset and Readiness goals in support of Army and coalition forces.

Software Engineering Center (SEC), APG, Md. – provides full Life Cycle Software Engineering Support to aid the Warfighter. From supporting Project Managers, to maintaining existing software, to developing customer software from the ground up, the SEC will tailor its support to meet the needs of its customers for any system, on any platform, anywhere in the world.

Tobyhanna Army Depot (TYAD), Tobyhanna, Pa. – provides world class logistics support for C4ISR Systems across the DoD. They are the Joint C4ISR provider of choice for all branches of the Armed Forces and our industry partners. Tobyhanna's capabilities include full-spectrum logistics support for sustainment, overhaul and repair, fabrication and manufacturing, engineering design and development, systems integration, Software Depot Maintenance, technology insertion, modification, Foreign Military Sales and global field support to our Joint Warfighters.

Information Systems Engineering Command (ISEC), Fort Huachuca, Az. – provides systems engineering, installation, integration, implementation and evaluation support for communications and information technology systems worldwide, providing capabilities to Army organizations, Combatant Commanders, DoD agencies and federal agencies in support of the warfighter.

Central Technical Support Facility (CTSF), Fort Hood, Texas – provides a unique, scalable environment, with skilled personnel, using qualified processes to support the DoD's net-enabled strategic vision by executing configuration management, system-of-systems integration, and interoperability testing, and by making training and integration facilities available to the Army and to C4I providers.

OPCONed Organizations:

Communications-Electronics Research, Development and Engineering Center (CERDEC), APG, Md. – discovers, develops, and delivers innovative technology and integrated solutions that enable, shape and transform the joint warfighter's ability to collect, disseminate, and protect information, knowledge and understanding.

Army Contracting Command-Aberdeen Proving Ground (ACC-APG), Md. – provides responsive, cost-effective and compliant contracting solutions in support of National Defense objectives.
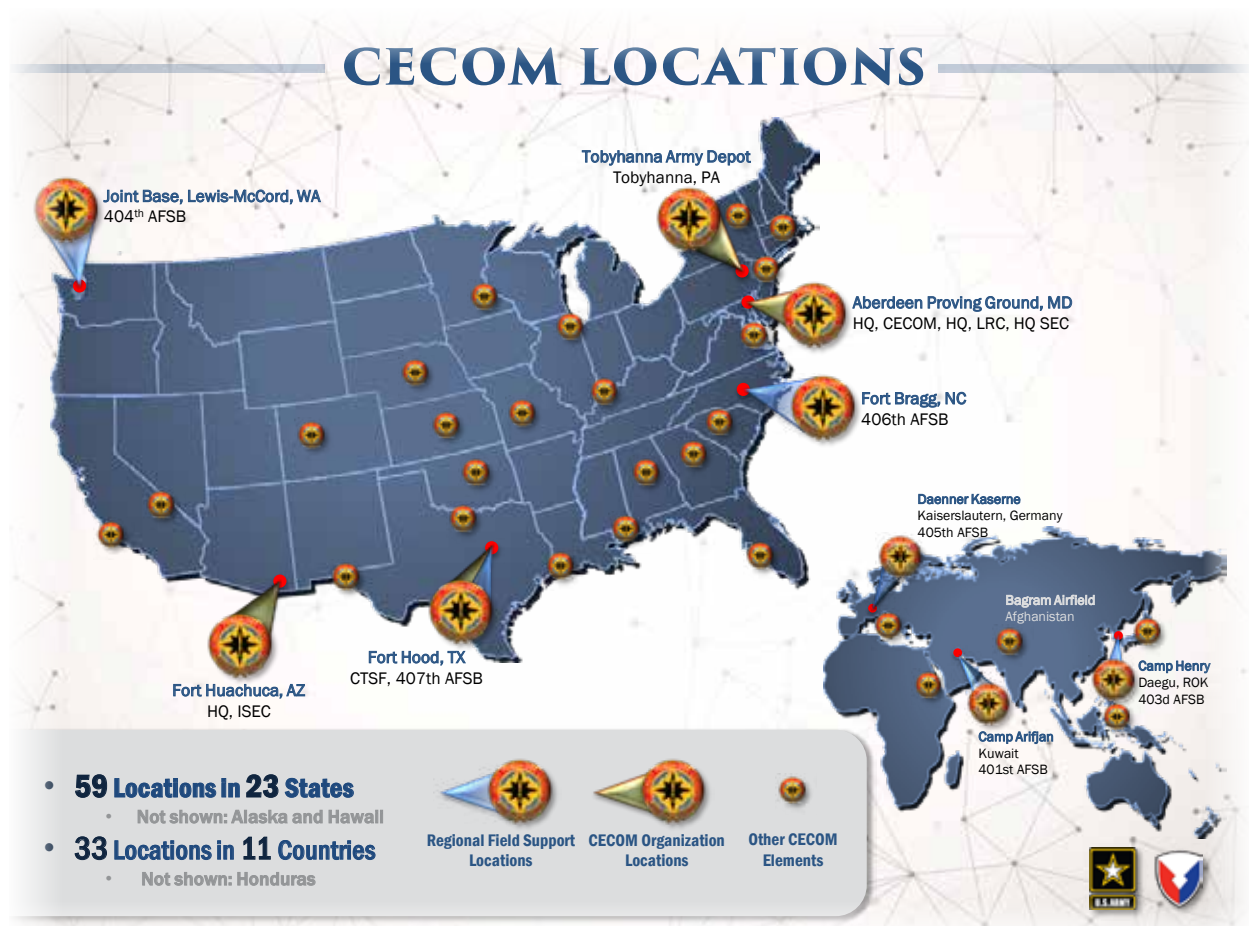
WHERE WE ARE

CECOM is a worldwide command. It has personnel located in approximately 59 locations in 23 states and at 33 locations in 11 countries. Our workforce is predominantly DA civilians, but military and contractors are key elements contributing to the success of our mission.

CECOM's forward support regional offices and field support representatives are integrated into the Army Sustainment Command's Army Field Support Brigade structure, ensuring alignment to Army regions. This ensures responsive, agile, and quality support to the Combatant Commands (COCOMS) and Army units.

In the Continental United States (CONUS), the largest concentration of the CECOM workforce is at Aberdeen Proving Ground, Md. APG is home of the C4ISR Center of Excellence, comprised of Team C4ISR organizations: Program Executive Office (PEO) Command Control Communications – Tactical; PEO Intelligence, Electronic Warfare & Sensors; Communications – Electronics Research, Development and Engineering Center; and CECOM's headquarters, ILSC and SEC. CECOM's next largest installation is at Tobyhanna Army Depot, Pa., followed by ISEC and ILSC's Communications Security Logistics Activity (CSLA) at Fort Huachuca, Az. and the CTSF at Fort Hood, Texas. CECOM also maintains a presence at Fort Bliss in support of the Network Integration Evaluation (NIE) and Army Warfighting Assessment (AWA) events.

CECOM LOCATIONS

Joint Base, Lewis-McCord, WA
404th AFSB

Tobyhanna Army Depot
Tobyhanna, PA

Aberdeen Proving Ground, MD
HQ, CECOM, HQ, LRC, HQ SEC

Fort Bragg, NC
406th AFSB

Daenner Kaserne
Kaiserslautern, Germany
405th AFSB

Bagram Airfield
Afghanistan

Camp Henry
Daegu, ROK
403d AFSB

Fort Hood, TX
CTSF, 407th AFSB

Fort Huachuca, AZ
HQ, ISEC

Camp Arifjan
Kuwait
401st AFSB

- **59 Locations in 23 States**
  - Not shown: Alaska and Hawaii
- **33 Locations in 11 Countries**
  - Not shown: Honduras

Regional Field Support Locations

CECOM Organization Locations

Other CECOM Elements

CECOM VISION

> *A dedicated team of trusted professionals, accountable to the nation and committed to enabling C4ISR readiness and sustainment in an Expeditionary Army.*

DEDICATED TEAM – A dedicated team puts their team's mission accomplishment first

TRUSTED PROFESSIONALS – People that Soldiers can rely on to provide the support required to accomplish their mission

ACCOUNTABLE TO THE NATION – Ultimately, we are accountable to the Nation, to those whose sons and daughters, husbands and wives, fathers and mothers, rely on our selfless service to ensure that Warfighters have the C4ISR capabilities they need when they need it, and to taxpayers to ensure we provide that support as efficiently and effectively as possible

COMMITTED TO ENABLING C4ISR – C4ISR is Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance, an all-inclusive term that defines the capabilities CECOM is responsible for maintaining and sustaining to ensure a ready fighting force

READINESS – Warfighters prepared for their mission, with both the C4ISR equipment and software needed, and with the training required. Readiness is the 39th Chief of Staff of the Army's number one priority

SUSTAINMENT – The provision of logistics required to maintain and prolong operations until successful mission accomplishment

EXPEDITIONARY ARMY – The Army will deploy combined-arms forces worldwide into any operational environment and be able to operate effectively on arrival.

CECOM Mission

Provide, integrate, and sustain C4ISR readiness to enable Unified Land Operations

DA, AMC, & CECOM Strategic Priorities

This shift in focus to a smaller, CONUS based Expeditionary Army, along with the move towards rotating more forces through Europe and the 39th Chief of Staff of the Army's number one priority of readiness, requires us to critically assess ourselves. We must ensure that CECOM is organizationally and functionally aligned to execute our mission in an effective and efficient manner. Paramount to this effort is eliminating duplicative efforts and reducing indirect/overhead costs at command, staff and field elements.

CECOM Senior Leaders have developed five Lines of Effort (LOEs) around the Army and AMC priorities to synchronize our actions during the next few years. They have further focused these efforts within CECOM's competencies of Provide, Integrate, Sustain.
CECOM's Lines of Effort are:

> **LOE 1:** Execute Mission Command of the C4ISR Technology Development and the
>   Logistics Support Elements of the Materiel Enterprise
> **LOE 2:** Maintain and Evolve a Vibrant C4ISR Industrial Base (Hardware and Software)
> **LOE 3:** Develop, Provide and Sustain C4ISR Training and Equipment Readiness
> **LOE 4:** Optimize Life-Cycle Sustainment Support
> **LOE 5:** Provide Integration of Cyber Operations Across the C4ISR Portfolio

These LOEs nest into The Army Plan (TAP) and AMC Strategic Plan to comply with our higher headquarters' directives and to support unity of effort across the Department of the Army.
The TAP design is the visualization of the Army's broad approach for achieving the Army's End State. It reflects the Vision and End State derived from Army Vision 2015, and the Lines of Effort and outcomes derived from Army Strategic Planning Guidance 2014. The TAP drives the Army to address the priority Defense missions outlined in the 2012 Defense Strategic Guidance, reinforced in the Quadrennial Defense Review 2014, and modified in The National Military Strategy of the United States of America 2015.

AMC's Campaign Plan and Strategic Plan guide the command in attaining their near-term objectives while maintaining the momentum towards achieving their mid-term and long-term goals. At the center of this plan are AMC's enduring Core Competencies, LOEs and Strategic Goals and Objectives. AMC's Core Competencies are Equip, Sustain, Integrate and Enable.

HOW WE WILL ACCOMPLISH OUR MISSION

CECOM's LOEs focus the Command on external support to our customers and internal processes needed to ensure we can provide that support efficiently and effectively.

LOE 1: EXECUTE MISSION COMMAND OF THE C4ISR TECHNOLOGY DEVELOPMENT AND THE LOGISTICS SUPPORT ELEMENTS OF THE MATERIEL ENTERPRISE. During a time of increasing fiscal and personnel resource constraints, it is imperative that we cultivate a diverse, ready and resilient team of trusted professionals who will allocate and apply resources efficiently and effectively, will foster a command culture of innovation, and will also, as members of the Army C4ISR community, engage key stakeholders to ensure we are providing required support.

LOE 2: MAINTAIN AND EVOLVE A VIBRANT C4ISR INDUSTRIAL BASE (HARDWARE AND SOFTWARE). Without a vibrant industrial base, CECOM will not be able to support the 39th Chief of Staff of the Army's number one priority of Readiness. Ensuring a vibrant Industrial Base will involve engaging with the PEOs to review and supplement sustainment strategies to ensure they are supportable throughout their life-cycle, as well as working with other DoD agencies to expand Tobyhanna's electronics sustainment portfolio. It will also involve implementation of the Software Depot Maintenance Strategies to meet 50/50 requirements, reduce costs, and improve readiness.

LOE 3: DEVELOP, PROVIDE AND SUSTAIN C4ISR TRAINING AND EQUIPMENT READINESS. This involves training our field support personnel so they can maintain maximum proficiency in support of customers. It also involves synchronizing Home Station Training Initiatives in partnership with PEOs, FORSCOM, TRADOC, and other stakeholders to improve readiness and reduce the integration burden at the Brigade Combat Team level. Finally, we will streamline and integrate our field support strategy and divest identified legacy systems.

LOE 4: OPTIMIZE LIFE-CYCLE SUSTAINMENT SUPPORT. This involves establishing a formal process that enables effective coordination with PEOs/PMs to ensure a holistic life cycle sustainment strategy for the network, cyber, software and hardware, and to leverage the Life Cycle Sustainment Plan as a living, executable document. It also involves execution of monthly life-cycle program reviews with Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA(ALT)) partners to drive resolution of identified issues. Finally, CECOM provides and sustains a defendable Software and Network Engineering Capability, including supporting PEOs/PMs to integrate software prior to formal Army Interoperability Certification testing, supporting Joint and Coalition software interoperability and integration efforts, and providing Network Engineering Capability in support of the Army and DoD IT community

LOE 5: PROVIDE INTEGRATION OF CYBER OPERATIONS ACROSS THE C4ISR PORTFOLIO. This involves providing Cyber Security Integration and Protecting command Cyberspace Key Terrain, and providing Cyber Sustainment by synchronizing cyberspace activities across the command, and ensuring CECOM Cyberspace efforts are aligned with other Army Cyberspace Stakeholders.

CECOM LOEs and Initiatives

LOE 1 – Execute Mission Command of the C4ISR Technology Development and Logistics Support Elements of the Materiel Enterprise

Objective/Initiatives:

1.1 Cultivate a Diverse, Ready and Resilient Team of Trusted Professionals:

    1.1.1 Develop a command wide strategy that attracts and retains diverse, highly skilled employees based on required critical skills, determined through workforce analysis and optimize the hiring process to ensure equitable treatment of all applicants (Lead: G1)

    1.1.2 Develop confident leaders of character, competence and commitment that can provide purpose and direction, through APG Leadership Cohort, Army Civilian Education System, Military Education System, Senior Service College, and other leadership and supervisory programs (Lead: Cmdrs/Dirs)

    1.1.3 Establish a culture of customer service excellence (Lead: Cmdrs/Dirs)

    1.1.4 Promote a safety culture that protects resources, ensures compliance and maximizes readiness (Lead: Cmdrs/Dirs)

1.2 Allocate and Apply Resources Efficiently and Effectively

    1.2.1 Reduce Operations and Support Costs (Lead: G8)

    1.2.2 Strengthen and sustain a command-wide culture of accountability for financial and operational controls to achieve full financial statement auditability (Lead: G8)

    1.2.3 Prioritize workload to meet available workforce, and identify missions for divestiture (Lead: Cmdrs/Dirs)

    1.2.4 Provide optimal mix of Government and Contractor workforce to deliver required capability in the most cost effective manner (Lead: Cmdrs/Dirs)

    1.2.5 Establish and maintain a world-class infrastructure and tools to effectively perform the mission (Lead: G6)

    1.2.6 Provide responsive, cost effective, and compliant contracting solutions to enable the timely delivery of required capabilities to CECOM customers (Lead: ACC-APG)

1.3 Foster a Command Climate of Innovation

    1.3.1 Establish a governance body and process to manage/sustain the culture shift (Lead: Cmdrs/Dirs)

    1.3.2 Establish the innovation implementation plan. Define the vision, scope and depth of the effort. Identify organizations for benchmarking and the communications, training and incentive plans (Lead: Innovation Governance Body)

    1.3.3 Ensure clear, user-friendly venues (Lean Six Sigma, Value Engineering, Suggestion Programs, etc.) and tools exist for accepting and (rapidly) evaluating/deploying innovative ideas (Lead: Innovation Governance Body)

    1.3.4 Pilot and implement the strategy, measure results and capture lessons learned (Lead: Innovation Governance Body)

1.4 Engage Key Stakeholders

    1.4.1 Engage as a value-added member of the Army IT community (CIO/G6, NETCOM, Cyber Command, ASA(ALT)) to drive enterprise IT engineering for Army Joint Information Environment (JIE)/ IT Management Reform (ITMR) (Lead: G5)

    1.4.2 Provide support to NIE/AWA and Force 2025 Maneuvers (Lead: G5)

LOE 2 – Maintain and Evolve a Vibrant C4ISR Industrial Base (Hardware and Software)

Objective/Initiatives:

2.1 Maintain and Evolve a Vibrant Software Industrial Base

    2.1.1 Implement Software Depot Maintenance Strategies to meet 50/50 requirements, reduce costs, and improve readiness (Lead: SEC)

    2.1.2 Participate in Program Manager established Product Support Integrated Product Teams to ensure software sustainment strategies are supportable throughout their life-cycle (Lead: SEC)

    2.1.3 Expand current software sustainment market share within C4ISR (Lead: SEC)

2.2 Maintain and Evolve a Vibrant C4ISR Hardware Industrial Base

    2.2.1 Participate in Program Manager established Product Support Integrated Product Teams to review and supplement sustainment strategies prior to Milestone B in order to identify the facilitization requirements that will ensure the organic industrial base has the capability to sustain the hardware of critical C4ISR systems (Lead: Tobyhanna)

    2.2.2 Expand communications electronics sustainment support portfolio within DoD and other DoD agencies through aggressive business development initiatives (Lead: Tobyhanna)

    2.2.3 Acquire and implement product structure analytics to better inform system owner about availability of their configuration (Lead: ILSC)

LOE 3 – Develop, Provide and Sustain C4ISR Training and Equipment Readiness

Objective/Initiatives:

3.1 Develop, Provide and Sustain C4ISR Training

    3.1.1 Implement sustainable training programs that ensure organic CECOM field support personnel maintain maximum proficiency in support of customers (Lead: ILSC)

    3.1.2 Synchronize Home Station Training Initiatives in partnership with PEOs, FORSCOM, TRADOC and other stakeholders with a goal of improving readiness and reducing the integration burden at the Brigade Combat Team level (Lead: G3)

3.2 Develop, Provide and Sustain C4ISR Equipment Readiness

    3.2.1 Streamline and Integrate Field Support Strategy (Lead: G3)

    3.2.2 Divest identified legacy systems (Lead: ILSC)

    3.2.3 Provide internal logistics support for CECOM organizational equipment, including accountability and maintenance management (Lead: G4)

LOE 4 – Optimize Life-Cycle Sustainment Support

Objective/Initiatives:

4.1 Optimize Life-Cycle Sustainment Support Processes

    4.1.1 Establish formal processes that enable effective coordination with PEO/PMs to ensure a holistic life cycle sustainment strategy for the network, cyber, software and hardware. Leverage the Life Cycle Sustainment Plan as a living, executable document (Lead: G3)

    4.1.2 Establish a CECOM process to review acquisition and life cycle sustainment products (Lead: G3)

    4.1.3 Execute monthly life-cycle program reviews with ASA(ALT) partners and drive resolution of identified issues (Lead: G3)

4.2 Provide and Sustain Defendable Software and Network Engineering Capability

    4.2.1 Support PEOs/PMs to integrate software prior to formal Army Interoperability Certification testing (Lead: SEC)

    4.2.2 Develop and implement innovation solutions for software integration and interoperability as the Army moves toward the Common Operating Environment construct and distributed control point testing (Lead: CTSF)

    4.2.3 Expand CECOM support to Joint and Coalition software interoperability and integration efforts (Lead: CTSF)

    4.2.4 Provide Network Engineering Capability in support of the Army and DoD IT community including Combatant Commanders (Lead: ISEC)

    4.2.5 Influence C4ISR research investments that adopt, adapt and mature relevant scientific breakthroughs while ensuring accountability for sustainment costs. (Lead: CERDEC)

LOE 5 – Provide Integration of Cyber Operations across the C4ISR Portfolio

Objective/Initiatives:

5.1 Provide Cyber Security Integration

    5.1.1 Proactively identify and monitor cyber threat vectors affecting CECOM and integrate actionable cyberspace intelligence (Lead: G2)

    5.1.2 Protect command Cyberspace Key Terrain (Lead: G6)

    5.1.3 Provide state-of-the-art capabilities for offensive and defensive cyber operations (Lead: CERDEC)

5.2 Provide Cyber Sustainment

    5.2.1 Synchronize and Coordinate cyberspace activities across the command, including identification of cyberspace key terrain, and recommendation of policy/strategy (Lead: G3)

    5.2.2 Provide command visibility of cyberspace sustainment activities and services, and identify and eliminate redundancies to increase efficiency (Lead: G3)

    5.2.3 Ensure CECOM Cyberspace efforts are aligned with other Army Cyberspace Stakeholders (Lead: G3)

TRUSTED PROFESSIONALS, PROFESSIONALS ALWAYS!

Abbreviations & Acronyms

ACAT	Acquisition Category
ACC-APG	Army Contracting Command-Aberdeen Proving Ground
AMC	Army Materiel Command
APG	Aberdeen Proving Ground
AROC	Army Requirements Oversight Council ASARC - Army System Acquisition Review Council
ASA(ALT)	Assistant Secretary of the Army for Acquisition, Logistics and Technology
AWA	Army Warfighting Assessment
CECOM	Communications – Electronics Command
CERDEC	Communications-Electronics Research, Development and Engineering Center
CIO	Chief Information Officer
CMDRS	Commanders
CoE	Center of Excellence
CONUS	Continental United States
CSA	Chief of Staff of the Army
CSB	Configuration Steering Boards
CTSF	Central Technical Support Facility
C4I	Command, Control, Communications, Computers and Intelligence
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance
DA	Department of the Army
Dirs.	Directors
DoD	Department of Defense
FORSCOM	Forces Command
FY	Fiscal Year
ILSC	Integrated Logistics Support Center
ISEC	Information Systems Engineering Command
ISR	Intelligence, Surveillance and Reconnaissance
IT	Information Technology
ITMR	Information Technology Management Reform
JIE	Joint Information Environment
JIIM	Joint, Interagency, Intergovernmental, and Multinational
LAR	Logistic Assistance Representative
LCMC	Life Cycle Management Command
LOE	Line of Effort
ME	Materiel Enterprise
METL	Mission Essential Task List
NETCOM	Network Enterprise Technology Command
NIE	Network Integration Evaluation
OPTEMPO	Operations Tempo
PEO	Program Executive Office
PM	Program Manager
RDEC	Research, Development and Engineering Center
SEC	Software Engineering Center
SecArmy	Secretary of the Army
TAP	The Army Plan
TRADOC	Training and Doctrine Command
TYAD	Tobyhanna Army Depot